

*September 15-17, 2003
Marshall Hall, National Defense University
Fort Lesley J. McNair
Washington, DC*

THE
ALL-
VOLUNTEER
FORCE
30 YEARS OF SERVICE



Monday, September 15, 2003

1700 – 1900 Registration and Welcome Reception

Channel Inn Hotel
650 Water Street, SW
Washington, D.C. 20024

Tuesday, September 16, 2003

0700 – 0800 Registration and Continental Breakfast

Marshall Hall
National Defense University
Fort Lesley J. McNair
Washington, D.C.

**0715 Shuttle Bus will depart Channel Inn Hotel
for the National Defense University (NDU)**

0800 – 0815 Morning Concert

The United States Army Band

0815 Presentation of Colors

0830 – 0840 Welcome

Ambassador John A. Carson
Senior Vice President,
National Defense University

0840 – 0900 Opening Remarks

Honorable David S. C. Chu
Under Secretary of Defense
for Personnel and Readiness

Tuesday, September 16, 2003
(Continued)

0900 – 1145 Panel I: The All-Volunteer Force in Perspective

Moderator: **Honorable Melvin Laird**
Former Secretary of Defense

Commentators: **Stephen E. Herbits**
Gates Commission Member

Honorable Frederick Dent
Gates Commission Member

0930 – 1000 *BREAK*

1000 – 1145

“The Making of the All-Volunteer Force”

Dr. Martin Anderson, Hoover Institution, Stanford University

“The Gates Commission—Right for the Wrong Reasons”

Dr. Bernard R. Rostker, RAND

***“Reflections on Managing the All-Volunteer Force—
Past and Future”***

Honorable John P. White, John F. Kennedy School of Government,
Harvard University

Discussant: **Professor Walter Oi**
University of Rochester

Question and Answer Session

1145 – 1345 Lunch

Fort McNair Officers’ Club

Guest Speaker

General Peter Pace, USMC
Vice Chairman, Joint Chiefs of Staff

**Asterisk denotes presenter on behalf of the co-authors*

Tuesday, September 16, 2003
(Continued)

1345 – 1700 Panel II: Sustaining the Force: Recruiting & Retention in the Future

Moderator: **Mr. Christopher Jehn**
Cray Inc.

“Sustaining the Force in an Era of Transformation”

Mr. Paul Hogan, The Lewin Group

Professor John Warner, Clemson University*

Professor Curtis Simon, Clemson University

“Manpower Quality in the AVF”

Professor David Armor, George Mason University*

Professor Paul Sackett, University of Minnesota

***“The Effects of Socioeconomic Change on the All-Volunteer Force:
Past, Present, and Future”***

Honorable Martha Farnsworth Riche, Former Director,
U.S. Census Bureau*

Dr. Aline Quester, Center for Naval Analyses

1455 – 1530 BREAK

Discussants: **Lieutenant General Dennis Cavin, USA**
Commander, U.S. Army Accessions
Vice Admiral Gerry Hoewing, USN
Chief of Naval Personnel
Lieutenant General Garry L. Parks, USMC
Deputy Commandant for Manpower and Reserve Affairs
Rear Admiral Kenneth T. Venuto, USCG
Assistant Commandant for Human Resources (G-W)

Question and Answer Session

**1715 Shuttle Bus will depart NDU for the Channel Inn Hotel
and Phillips Flagship Restaurant**

1730 – 2030	Dinner	Phillips Flagship Restaurant 900 Water Street, SW Washington, D.C. 20024
	Guest Speaker	TBD

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Wednesday, September 17, 2003
(continued)

1130 – 1330 **Lunch**

Fort McNair Officers' Club

Guest Speaker

General John W. Vessey, Jr., USA (ret)
Former Chairman, Joint Chiefs of Staff

1330 – 1625 **Panel IV: Transformation in Military Manpower and Personnel Policy**

Moderator: **Mr. Ken Krieg**, Director, Program Analysis and Evaluation
Office of the Secretary of Defense

***“Looking to the Future: What Does Transformation Mean
for Military Manpower and Personnel Policy?”***

Dr. Beth Asch, RAND

Dr. James Hosek, RAND*

“A ‘Continuum of Service’ for the All-Volunteer Force”

Dr. John Winkler, Deputy Assistant Secretary of Defense
for Manpower & Personnel, Reserve Affairs*

Wayne Spruell, Office of the Assistant Secretary of Defense
(Reserve Affairs)

Tom Bush, Office of the Assistant Secretary of Defense
(Reserve Affairs)

Col. Gary Crone, Office of the Assistant Secretary of Defense
(Reserve Affairs)

“Toward a New Balance in Military Capabilities?”

Vice Admiral Arthur Cebrowski, USN (ret.), Director,
Office of Force Transformation, Office of the Secretary of Defense

1440 – 1510 **BREAK**

Discussants: **Vice Admiral Patricia Tracey**, USN
Director, Navy Staff

Honorable Michael L. Dominguez

Assistant Secretary of the Air Force for Manpower and Reserve Affairs

Congresswoman Heather Wilson

U.S. House of Representatives (R-NM)

Question and Answer Session

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Wednesday, September 17, 2003
(continued)

1625 – 1700 Closing Remarks

Dr. Ed Dorn

LBJ School of Public Affairs, University of Texas at Austin

Honorable Rudy de Leon

Senior Vice President, Washington DC Operations,

The Boeing Company

Honorable David S. C. Chu,

Under Secretary of Defense for Personnel and Readiness

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